



Acquisition Workforce

**Lt Col Goss
SAF/AQXD**



Acquisition Workforce



- **Force Shaping**
- Continuous Learning
- Acquisition Career Management
- The Way Ahead

Acquisition Workforce Reductions

- Congress has legislated Acquisition Workforce reductions each year since 1996
 - Legislated DOD reductions total 96K over 5 years
- Reductions come from the House; not supported as strongly by Senate
- Workforce defined as all personnel in acquisition organizations (per DoDI 5000.58) except those in maintenance depots
 - Includes base operating support functions that should not be counted (e.g. security police, chaplains, band)
 - Excludes civilians at depots performing acquisition (e.g., F-15 program office at Warner Robins Air Logistics Center)

FY98, 99, and 00 NDAA's identified the acquisition workforce as all individuals assigned to acquisition organizations minus civilians at maintenance depots.

Shortfall of this definition is that it includes all base operating support and non-acquisition personnel that are assigned to AFMC (i.e. hospitals, chaplains, security police, bands, etc.). The NDAA definition also excludes civilians assigned to program offices at AF depots (e.g. excludes all civilians working in the F-15 program office at Robins AFB). The depot caucus has been successful in maintaining this exclusion.

Acquisition Workforce Definition

- In FY97, Congress tasked DoD to improve current definition
- OSD developed new ("Revised Packard") definition for all Services
 - Based on updated Packard model using occupational series
 - Independently verifiable by Defense Manpower Data Center
 - New definition estimates DoD workforce at approximately 149.4K in FY98
 - "Congressional definition" sized DoD workforce as 265K in FY98
- FY 99 count is in work
- Link to budget process is in work
 - Will enable workforce projections for future years

Recognizing the shortfalls of the Congressional definition, in 1996, OSD hired Jefferson Solutions Inc to develop an acquisition workforce definition, based on the Packard Definition, that could be: 1) consistently applied across the services and 2) independently verifiable. OSD sent an initial draft of the workforce size based on this new definition to Congress in Dec 97 with the statement that the new definition would be implemented across DoD 1 Oct 98.

The definition algorithm has been adopted/implemented based on FY 98 actuals. The total DoD FY 98 acquisition workforce totals 149,439; the Air Force FY 98 acquisition workforce is 33,421. We anticipate OSD will soon task the services to use FY 99 manpower actuals (now available) to calculate the FY 99 workforce size.

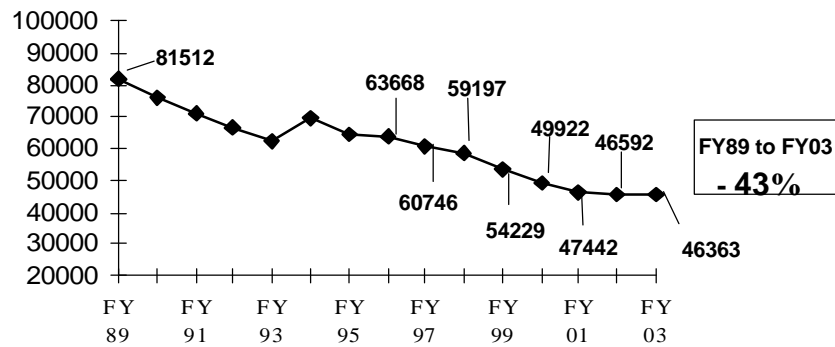
OSD has established a working group to determine how this definition, based on occupational series, can be tied to the budget process.

Air Force Acquisition Workforce

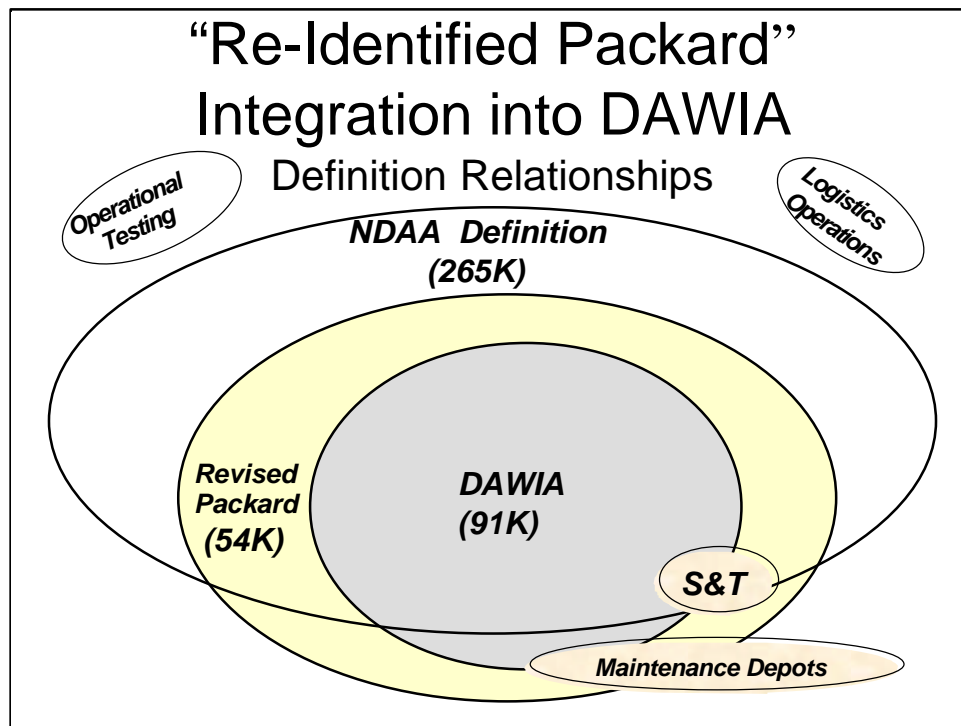
(as of FY01 PB)

FY00 NDAA Definition:

SAF/AQ, PEO, AFMC minus civilians at a maint depot



All services have taken similar large reductions.

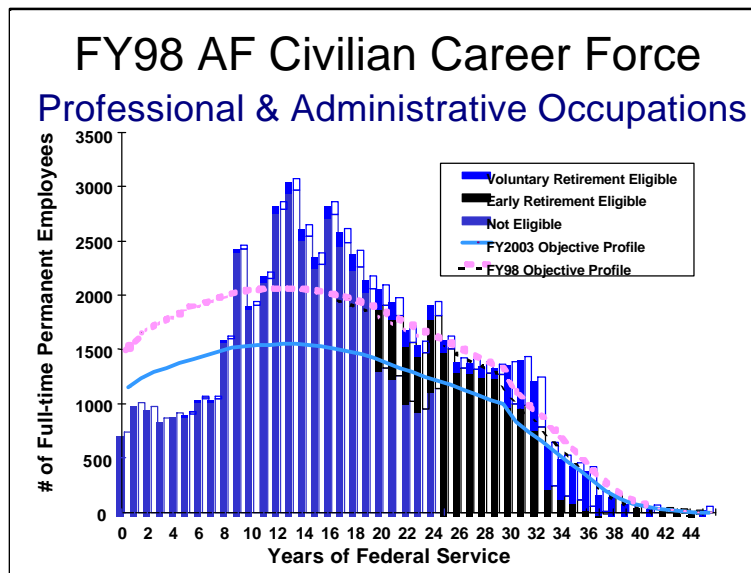


AF NUMBERS:

NDAA- 59,197 IN FY 98

Revised Packard - 33, 421 (delta 6500)

DAWIA - 27K



This chart shows a future problem in sustaining the civilian force and a serious future gap in AF civilian leadership

Limiting our review to the Career Force once again, we compare the current population with our Objective Profiles for FY1998 (the dotted curve) and FY2003 (the solid line). The retirement status is depicted in the stovepipes.

As you can see, even when considering the drawdown we currently have planned in the FYDP, we show a deficit of employees in the lower YOS: what we refer to as a “bathtub”.

Force shaping programs may be used to help stimulate voluntary separations from the groups above our Profile, to help target our hiring for increases in the representation of more junior employees in light of our force sustainment requirements.

In addition to these issues of “experience mix”, our analysis highlights some concerns with the currency of skills of the workforce.

While our employees meet the qualifications of their positions (based on today’s mission), in some cases they are not best suited to the mission of tomorrow.

For example, today we may have a GS-12 Hydraulics Engineer. Tomorrow, we may want a different kind of Engineer, say one skilled in Computer Aided Design.

Our force shaping strategy, we may wish to to pay an incentive to stimulate the Hydraulic Engineer’s retirement, restructure the position, and hire a new developmental GS-07, target GS-12, for example.

What we are doing about it

Energizing DoD at DEPSECDEF level

Pursuing legislative initiatives to achieve force-shaping tools we don’t have today--You’ll see these in a moment, when I talk specifically about legislation



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OUSD(A&T) CL Policy



- Effective 15 Dec 98
- Continuous Learning Certification
 - 2 year cycle - 80 pts. min.
 - 15 Dec 98 or DAWIA Level Certification date
- OSD Web Site:
 - <http://www.acq.osd.mil/ar/education.htm>

Bottom-Line
**CL applies to all individuals DAWIA
certified for their current position!**



Continuous Learning Roadmap



- Policy Implementation
- Training
- Metrics & Feedback
- Policy Updates



Policy Implementation



- Responsibilities - Same as DAWIA
 - HQs POCs
 - MAJCOM POCs
 - Installation POCs
 - Unit POCs

Bottom Line
Successful implementation requires
FULL - Participation from all levels !



Training



- 1st Tier
 - Members & Supervisors
- 2nd Tier
 - Unit & Installation Monitors
- 3rd Tier
 - MAJCOM & HQs Monitors
 - CL Tracker Tool
 - On-line Instructions



Metrics & Feedback



- Metrics
 - Goal is to get best information
- Feedback
 - Continuous Process Improvement (CPI)

IPT @ Work



Policy Updates

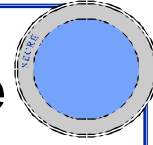


- Balance between OSD, AF, and Workforce requirements
- Opportunity to influence changes at
 - Congressional level
 - OSD level
 - MAJCOM level
 - Unit level

**Goal: Continuous Product Improvement
through a Quality, Trained Workforce !**



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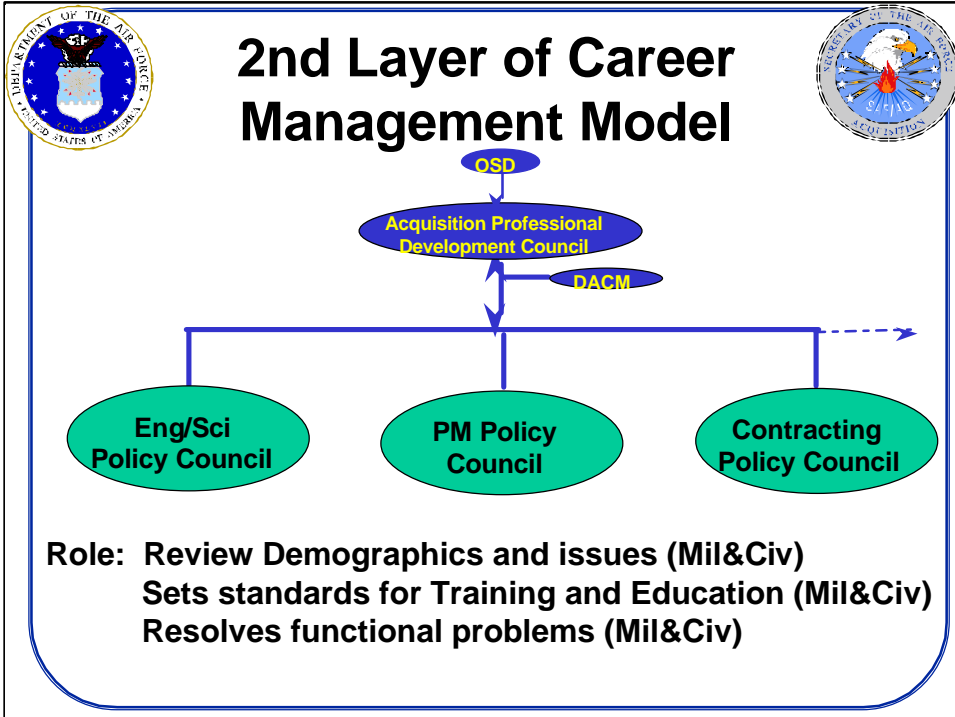


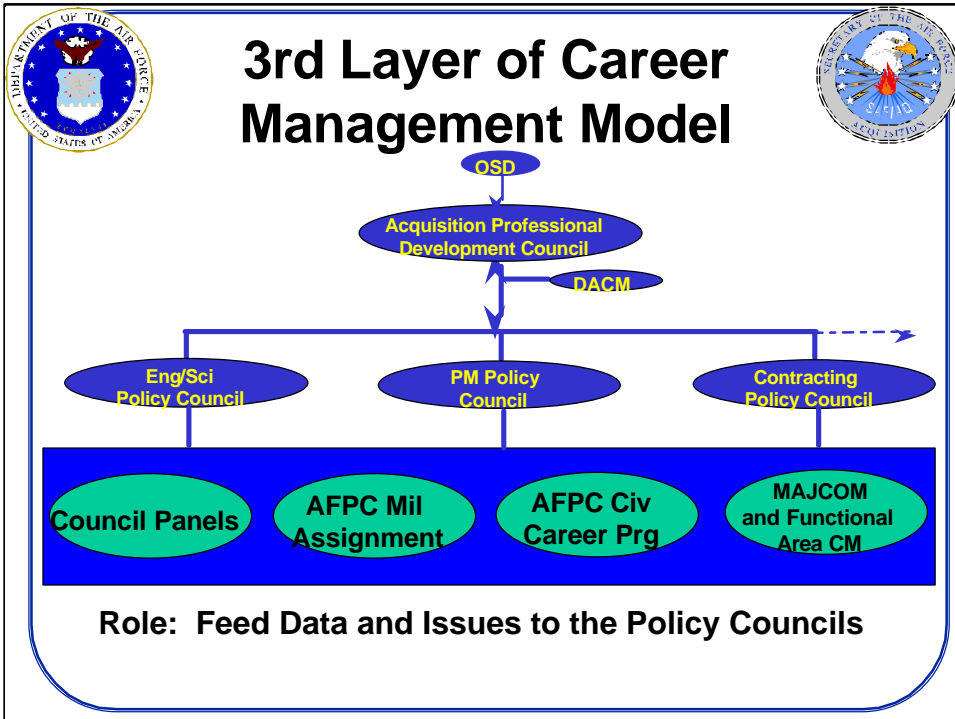
Top Layer of Career Management Model



Role: Provides Strategic Vision
Provides Cross Functional Guidance
Assesses OSD Policy impacts





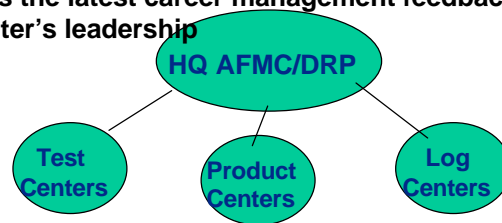




4TH LEVEL OF MODEL (For Program Management)

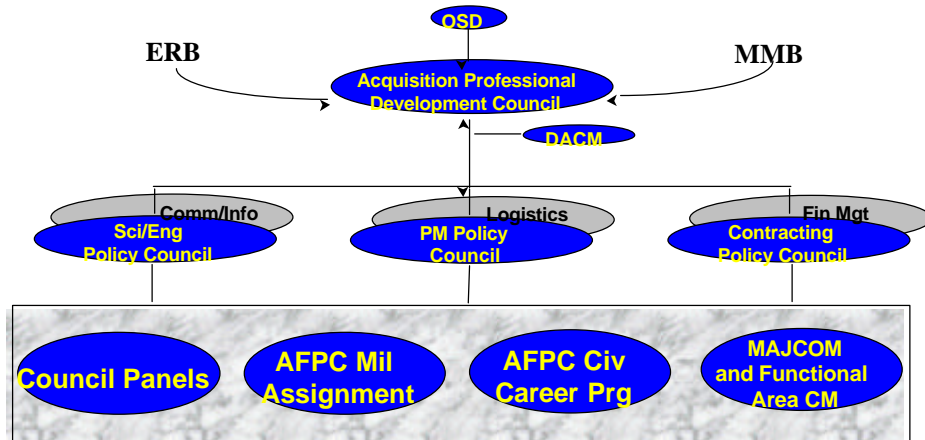


- Focal points and MAJCOM POCs are appointed for each functional area
 - For Program Management, the focal points are at the centers and the MAJCOM POC is HQ AFMC/DRP
- Focal points will Interface with MAJCOM POC to:
 - Channel the concerns of the Centers to the proper council
 - Pass the latest career management feedback to each Center's leadership





AF Acquisition Career Management Model (*"TOTAL FORCE"*=*Civilians + Military*)



Role: Provides Strategic Vision
Provides Cross Functional Guidance
Assesses OSD Policy impacts

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Promotion Rates



OFFICER PROMOTION DATA IN ZONE ACQUISITION CORPS PROMOTION RATE COMPARISONS

(Percent promoted out of the number considered)

DRAFT JAN 2000 REPORT



ARMY

to:		1992	1993	1994	1995	1996	1997	1998	1999
MGEN	AC	11.1 Y	33.3 G	28.6 Y	16.7 R	57.1 G	50.0 G	57.1 G	66.7 G
	non-AC	32.2 ⁻²	33.3 ⁰	35.4 ⁻¹	36.3 ⁻²	45.2 ⁰	44.8 ⁰	46.2 ⁰	50.0 ⁻¹
BGEN	AC	1.8 Y	1.4 R	1.2 R	1.9 Y	3.1 G	1.9 Y	1.4 R	2.3 G
	non-AC	1.9 ⁻¹	2.3 ⁻²	2.6 ⁻³	2.5 ⁻¹	2.4 ⁻¹	2.6 ⁻²	2.3 ⁻²	2.3 ⁰
COL	AC	55.7 G	51.5 G	50.7 G	47.2 G	31.7 Y	36.7 R	50.0 G	45.6 G
	non-AC	43.6 ⁷	43.3 ⁵	42.0 ⁶	44.2 ²	42.2 ⁻⁷	39.2 ⁻²	41.6 ⁵	40.5 ⁸
LCOL	AC	76.6 G	77.0 G	79.7 G	72.0 G	58.5 Y	62.6 G	56.7 Y	56.0 R
	non-AC	62.0 ¹⁸	61.8 ²⁵	63.8 ²²	59.5 ²³	60.2 ⁻⁴	59.6 ⁵	69.2 ⁻¹⁹	70.4 ⁻²²

NAVY

to:		1992	1993	1994	1995	1996	1997	1998	1999
RADM	AC	40.0 Y	36.4 R	30.8 R	40.0 R	38.5 R	44.4 Y	36.4 R	53.3 G
	non-AC	48.7 ⁻¹	46.3 ⁻²	44.7 ⁻²	48.5 ⁻²	48.6 ⁻²	45.7 ⁻¹	55.6 ⁻³	47.2 ⁰
RADM(L)	AC	2.7 G	1.9 Y	2.1 Y	2.5 G	2.0 Y	2.8 Y	2.3 Y	2.7 Y
	non-AC	2.2 ⁻¹	2.3 ⁻²	2.2 ⁻¹	2.3 ⁰	2.8 ⁻³	2.9 ⁻¹	2.5 ⁻¹	2.8 ⁻¹
CAPT	AC	54.1 G	50.0 G	48.2 G	56.1 G	46.7 Y	56.2 G	53.9 G	50.0 G
	non-AC	51.0 ³	47.3 ²	45.3 ³	47.1 ¹¹	47.6 ⁻²	42.1 ²²	40.2 ²²	46.0 ⁶
CDR	AC			75.0 G	73.4 G	72.2 G	72.6 G	52.9 Y	68.1 G
	non-AC	68.2	62.7	65.1 ⁷	69.4 ⁴	61.3 ⁹	63.8 ⁸	68.9 ⁻¹⁷	66.2 ²

Notes: Numbers below the colored squares reflect AC numerical shortfalls/surplus (-/+).
Selection criteria for the AC took effect in FY 1994.



OFFICER PROMOTION DATA IN ZONE ACQUISITION CORPS PROMOTION RATE COMPARISONS

(Percent promoted out of the number considered)

DRAFT JAN 2000 REPORT

USMC

to:	1992	1993	1994	1995	1996	1997	1998	1999
MGEN AC			100.0 G			66.7 G	50.0 G	50.0 G
non-AC		55.0	52.9 ⁰	50.0	30.0	47.4 ⁰	39.1 ⁰	45.0 ⁰
BGEN AC			0.0 Y	2.8 Y	2.4 G	0.0 Y	2.4 G	2.5 Y
non-AC		3.7	3.9 ⁻¹	3.0 ⁻¹	1.5 ⁰	3.0 ⁻²	2.4 ⁰	3.1 ⁻¹
COL AC		71.4 G	20.0 Y	21.4 R	43.8 Y	35.7 Y	54.5 G	57.1 G
non-AC		40.8 ²	41.6 ⁻²	45.0 ⁻⁴	45.0 ⁻¹	42.9 ⁻¹	41.8 ²	43.5 ¹
LCOL AC		50.0 Y	66.7 G	47.4 Y	59.1 R	73.9 G	70.0 G	79.2 G
non-AC		54.3 ⁻¹	56.6 ⁰	57.6 ⁻²	65.8 ⁻²	67.9 ¹	66.7 ⁰	67.2 ²

USAF

to:	1992	1993	1994	1995	1996	1997	1998	1999
MGEN AC		27.3 G	26.7 G	26.7 G	25.0 Y	25.0 Y	30.8 Y	33.3 G
non-AC		25.7 ⁰	22.5 ⁰	24.1 ⁰	29.3 ⁻¹	25.7 ⁻¹	35.3 ⁻¹	29.3 ⁰
BGEN AC				1.5 Y	3.9 G	2.2 G	2.5 G	2.8 G
non-AC				2.3 ⁻²	2.6 ³	2.2 ⁰	2.4 ⁰	2.4 ⁰
COL AC	1.3 Y		46.5 G		41.9 G	32.1 Y	41.2 R	42.8 G
non-AC	1.4 ⁻¹		41.1 ¹⁰		41.9 ⁰	43.8 ⁻¹⁷	41.8 ⁻²	41.1 ⁵
LCOL AC			74.3 G	76.5 G	69.4 G	68.9 G	65.9 G	65.9 G
non-AC			62.5 ⁸	62.2 ²¹	62.5 ¹⁰	62.6 ⁷	62.4 ²	64.8 ⁰

Notes: Numbers below the colored squares reflect AC numerical shortfalls/surplus (-/+).
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Workforce Reductions



- Congress reduced AF acquisition workforce significantly (based on NDAA workforce definition)
 - FY 89 - 81,512
 - FY 00 - 49,922
 - Delta 31,590 - 39% reduction
 - FY 00 AF reduction was 4,307 from FY99 (8%)
- AF anticipates additional reductions thru FY 03
 - Total reduction - 43% (81,512 vs 46,363)
 - HASC language is a slight increase over programmed reductions
 - SASC language recommends a three-year moratorium on reductions



Acquisition Career Management Integrated Digital Environment



- Fully integrated, accessible, & secure environment providing authorized individuals complete, accurate, and timely acquisition personnel data, professional development products, and services on demand
 - Owner/creator of the information/data is the keeper and is responsible for its accuracy and timeliness
 - Access to data replaces reporting
- Creates an environment where people have immediate access to the information they need to do their work
 - requires tools, connectivity, and corporate memory
 - it's not simply about computers and wires
 - takes a culture change to permit access to information



Integrated Digital Environment Acquisition Career Management Vision



GCSS SYSTEMS ARCHITECTURE

Existing

ACMS/MT V.1
EXPERT
Virtual Blue Room
Etc...

New Requirements

ACMS/TR
ACMS/MT V. 2
Continuous Learning

Goal

ACMS V.3

Continuous Learning

Acq Workforce
Personnel Info Sys

ETMS
OSS (DAU)

HAF
AFTMS
PDS/C/M
AFPC Assign
Pref Wkst

Modern PDS/C/M
DIMHRS
OTA and similar systems